

## MEMORANDUM

Agenda Item No. 11(A) (12)

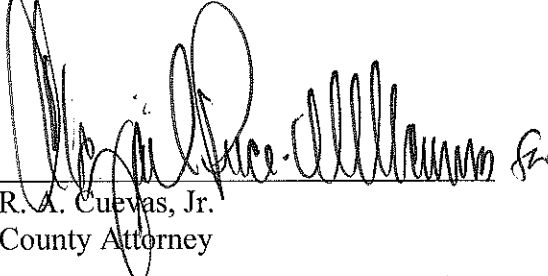
**TO:** Honorable Chairman Jean Monestime  
and Members, Board of County Commissioners

**DATE:** April 21, 2015

**FROM:** R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Resolution amending Board  
of County Commissioners  
Resolution No. R-625-14  
to direct the County Mayor  
to present for this Board's  
review and approval, prior to  
implementation, a request for  
proposals for the award of  
grants to community-based  
organizations in County fiscal  
year 2015-2016 and directing  
the County Mayor to include  
in the request for proposals anti-  
violence initiatives as a service  
priority area category  
and the County Mayor's  
recommendations regarding  
the process  
Resolution No. R-338-15

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Audrey M. Edmonson.



R. A. Cuevas, Jr.  
County Attorney

RAC/smm




# MEMORANDUM

(Revised)

**TO:** Honorable Chairman Jean Monestime  
and Members, Board of County Commissioners

**DATE:** April 21, 2015

**FROM:**   
R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Agenda Item No. 11(A) (12)

Please note any items checked.

- ☐ "3-Day Rule" for committees applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Ordinance creating a new board requires detailed County Mayor's report for public hearing
- ☐ No committee review
- ☐ Applicable legislation requires more than a majority vote (i.e., 2/3's \_\_\_\_\_, 3/5's \_\_\_\_\_, unanimous \_\_\_\_\_) to approve
- ☐ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 11(A) (12)  
4-21-15

RESOLUTION NO. R-338-15

RESOLUTION AMENDING BOARD OF COUNTY COMMISSIONERS RESOLUTION NO. R-625-14 TO DIRECT THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO PRESENT FOR THIS BOARD'S REVIEW AND APPROVAL, PRIOR TO IMPLEMENTATION, A REQUEST FOR PROPOSALS FOR THE AWARD OF GRANTS TO COMMUNITY-BASED ORGANIZATIONS IN COUNTY FISCAL YEAR 2015-2016 AND DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO INCLUDE IN THE REQUEST FOR PROPOSALS ANTI-VIOLENCE INITIATIVES AS A SERVICE PRIORITY AREA CATEGORY AND THE COUNTY MAYOR'S OR COUNTY MAYOR'S DESIGNEE'S RECOMMENDATIONS REGARDING THE PROCESS

**WHEREAS**, over the years Miami-Dade County has provided social service grants to community-based organizations to assist them in helping disadvantaged groups and worthy causes within the community; and

**WHEREAS**, pursuant to Resolution No. R-625-14, the County Mayor issued a report (the "Report") dated March 3, 2015 with recommendations regarding creation of a proposed process for the selection of community-based organizations to receive County funding in County fiscal year 2015-2016; and

**WHEREAS**, the Report is attached hereto as Exhibit A for reference purposes only, as implementation of certain recommendations contained within the Report will require subsequent action by this Board; and

**WHEREAS**, this Board desires to amend Resolution No. R-625-14 to direct the County Mayor or County Mayor's designee to present a Request for Proposals for this Board's review and approval, prior to implementation; and

**WHEREAS**, pursuant to Resolution No. R-625-14, this Board directed the County Mayor or County Mayor's designee to establish a mechanism for receiving and reviewing outside community input regarding community-based organization funding priorities approved pursuant to Resolution No. R-380-10; and

**WHEREAS**, in 2010, pursuant to Resolution No. R-380-10, the Board approved service priority areas including Basic Needs; Children and Adults with Disabilities; Children, Youth and Families; Criminal Justice; Elder Needs; Health; Immigrants/New Entrants; Special Needs; and Workforce Development; and

**WHEREAS**, although grants resulting from the process set forth under Resolution No. R-380-10 were not awarded because renewal funding to existing community-based organizations was instead awarded pursuant to the County's budget process in fiscal year 2011-2012, the service priority areas approved pursuant to Resolution No. R-380-10 may be updated and incorporated into a new process for awarding future grants to community-based organizations; and

**WHEREAS**, since 2010, violent crimes, particularly violent crimes committed against and by youth, have become a matter of significant concern for the County; and

**WHEREAS**, a new service priority area category is needed to fund anti-violence initiatives; and

**WHEREAS**, this Board desires that the Request for Proposals include "Anti-Violence Initiatives" as a service priority area; and

**WHEREAS**, this Board desires that the Request for Proposals also include the County Mayor's or County Mayor's designee's recommendations regarding other service priority areas and the competitive process, which may include, but are not limited to, those recommendations contained in the Report,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA,** that this Board:

**Section 1.** Amends Resolution No. R-625-14 to add a new section directing the County Mayor or County Mayor's designee to present to this Board for review and approval, prior to implementation, a Request for Proposals for the selection of community-based organizations to receive County funding in County fiscal year 2015-2016. The County Mayor or County Mayor's designee shall place the Request for Proposals as an action item on an agenda of the Board within 60 days of the adoption of this item.

**Section 2.** Directs the County Mayor or County Mayor's designee to include in the Request for Proposals "Anti-Violence Initiatives" as a new service priority area, which will receive at least four percent of any County funding ultimately awarded through the Request for Proposals. This Board further directs the County Mayor or County Mayor's designee to include in the Request for Proposals the County Mayor's or County Mayor's designee's recommendations regarding other service priority areas and the competitive process, which may include, but are not limited to, those recommendations contained in the Report.

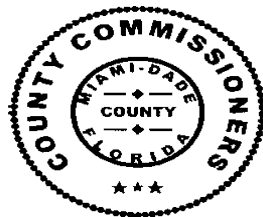
If any of the County Mayor's or County's Mayor's designee's recommendations shall require action by this Board in addition to approval of the Request for Proposals itself, then the County Mayor or County Mayor's designee shall describe such additional steps as may be required in an accompanying memorandum when the Request for Proposals is presented to this Board for review and approval as described in Section 1 above.

The Prime Sponsor of the foregoing resolution is Commissioner Audrey M. Edmonson. It was offered by Commissioner **Audrey M. Edmonson** , who moved its adoption. The motion was seconded by Commissioner **Xavier L. Suarez** and upon being put to a vote, the vote was as follows:

Jean Monestime, Chairman		aye
Esteban L. Bovo, Jr., Vice Chairman		aye
Bruno A. Barreiro	aye	Daniella Levine Cava
Jose "Pepe" Diaz	aye	Audrey M. Edmonson
Sally A. Heyman	aye	Barbara J. Jordan
Dennis C. Moss	aye	Rebeca Sosa
Sen. Javier D. Souto	absent	Xavier L. Suarez
Juan C. Zapata	absent	

The Chairperson thereupon declared the resolution duly passed and adopted this 21<sup>st</sup> day of April, 2015. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this Resolution and the filing of this approval with the Clerk of the Board.

MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS



HARVEY RUVIN, CLERK

By: **Christopher Agrippa**  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

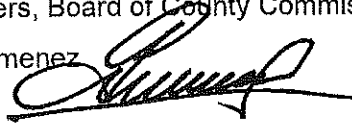
Estephanie S. Resnik

## Memorandum



**Date:** March 3, 2015

**To:** Honorable Chairman Jean Monestime  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor 

**Subject:** New Competitive Process for Grants to Community-Based Organizations

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Pursuant to Resolution R-625-14, this report provides the Board of County Commissioners (Board) with recommendations to create a new competitive process for the awarding of grants to community-based organizations (CBOs) in FY 2015-16, including a mechanism for receiving and reviewing community input related to such a process and incorporating a performance review and reporting process pursuant to Resolution R-142-15, which was approved by the Board on February 3, 2015.

**Background**

The Board has provided continuation funding as part of the budget process to organizations included in the CBO list for over ten (10) years. A portion of these grants were initially awarded by the Board as a result of a past competitive process conducted in 2003 by the Alliance for Human Services (AHS), an independent nonprofit. The remaining awards on the list were originally made as direct, non-competitive allocations by the Board. In 2007, the AHS again issued a competitive solicitation that was later rescinded and the Board instead approved continuation funding.

The Board approved the last competitive solicitation for CBO funding and related service priorities and percentage allocations on April 6, 2010, which was the result of prior Board action in April 2008 to approve a model CBO grant process and establish the Community-based Organization Advisory Board to recommend policies, goals, objectives, funding priorities, and percentage allocations to the Board. As a result, the County issued *RFP No. 0411* and award recommendations were sent to the Board in February 2011. More than 300 organizations submitted nearly 600 individual service proposals and requested more than \$80 million, although less than \$20 million was available to be allocated. The proposals were reviewed by 29 five-member review teams, comprised of 145 committee members and eight (8) non-voting chairpersons. It is important to note that creating and conducting such a process consumed considerable time and resources for the County, participating CBOs, and other interested parties and volunteer reviewers. Ultimately, the award recommendations were never acted upon and continuation funding was once again approved for the balance of FY 2010-11 and FY 2011-12 through two (2) separate Board actions.

**Process**

As required by Resolution R-625-14, it is recommended that the County establish a process to obtain community input, inclusive of public comment. This process will be facilitated by the Office of Management and Budget. This community and public input would include discussions of the proposed process, service priorities, and funding allocations with other local funders of human and social services, such as the United Way, the Children's Trust, the Alliance for Aging, the Women's Fund, Florida Department of Children and Families, Florida Department of Juvenile Justice, and the Miami Foundation, among others. In addition, it is recommended that five (5) publicly-noticed town hall meetings be conducted throughout the County to obtain public comment and receive testimony from CBOs and other interested parties. Finally, a web page and dedicated e-mail address will be created to obtain additional feedback and input from the providers and the community.

The recommended solicitation process is based on a standard County procurement utilizing a request for proposals process that has been modified slightly for use in allocating CBO funding to human and social services organizations. It is recommended that the Cone of Silence and appeals process requirements be waived in order to facilitate communication, as well as the provision of technical assistance to organizations that may never have been required to prepare a formal grant application, and to minimize costs and time required to conduct the County's formal appeal process. A CBO may directly appeal to the Board on the date of final award. Additionally, criminal justice-related funding subject to the recommendations of the County's Youth Crime Task Force and the Dade-Miami Criminal Justice Council would be included in the competitive solicitation as a separate category of funding and a separate solicitation would be issued for related program evaluation services. An initial 12-month contract term is recommended, with up to two (2) additional one-year options to renew based on performance and at the County's sole discretion. A CBO whose contract is terminated or found to be in breach of the agreement will not be eligible for contract renewal, and organizations will be required to successfully close out the prior year contract to be eligible for renewal.

Eligibility to apply for CBO funding would be limited to 501(c)3 nonprofit organizations located in Miami-Dade County that provide human and social services directly to clients. Service coordination and capacity building programs will not be considered for funding as part of this process. All applicant organizations will be subject to the requirements of Resolution R-630-13, including the submission of a detailed project budget, sources and uses statement, default certifications, and a due diligence check. The results of the due diligence review conducted by staff will be shared with evaluation/selection committee members for their consideration in scoring applications. Administrative costs would be limited to no more than 15 percent of the program budget.

In light of limited human and social services funding available in the community and the creation of a new competitive contracting process, the Board may wish to review the practical implications of the requirements of Resolution R-700-13, which requires that no more than 25 percent of a CBO's total administrative budget may be paid from County general funds. This restriction presents significant challenges for many local CBOs, which in part led the effective date of the legislation to be postponed twice. The Board may wish to reconsider this legislation and instead consider rewarding applicant CBOs with application scoring criteria that awards points for diversified agency funding and limited and/or low administrative costs.

#### **Scoring Criteria**

Review and scoring criteria are tentatively recommended as follows, subject to modification based on feedback obtained during the community and public comment process and Board approval:

1. Statement of Need	20 points
2. Organizational Capacity and Staffing Plan	15 points
3. Program Plan	35 points
4. Collaboration and Coordination of Services	10 points
5. Budget, Administrative Costs, and Funding Mix	<u>20 points</u>
<b>Total:</b>	<b>100 points</b>

Additional scoring criteria may include past performance and the ability to deduct up to five (5) points based on a past contract suspension, termination, breach, or other significant past poor performance or significant findings as a result of due diligence. Bonus points could be awarded for organizations that provide services in designated target areas or to address particular Board adopted critical priorities.



**Service Priorities, Percentage Allocations, and Funding Model**

The service priorities and percentage funding allocations included in previously issued *RFP No. 0411* will serve as the starting point for discussions with other local funders, the community, and the public input process. Final recommended priorities and percentage allocations will be brought back to the Board for approval as part of the draft competitive solicitation document. These priorities and allocations are:

1. Basic Needs	12.5%
2. Children and Adults with Disabilities	6.5%
3. Children, Youth, and Families	21.5%
4. Criminal Justice	15.0%
5. Elder Needs	13.5%
6. Health	4.0%
7. Immigrants/New Entrants	4.0%
8. Other, including Economic Development	2.0%
9. Special Needs	16.0%
10. Workforce Development	4.0%
11. Criminal Justice Program Evaluation (separate solicitation)	1.0%

The total funding available for allocation through this process and annually thereafter to exercise renewal funding is subject to the appropriation by the Board through the annual budget process. All award recommendations developed by evaluation/selection committees appointed by the Mayor in accordance with County procurement requirements will be brought to the Board for final approval. It is further recommended that an additional amount be set aside and divided evenly between the 13 Commission Districts for allocation by each Commissioner among eligible applicant organizations, through a selection process of their choice, similar to the Mom and Pop grant process.

**Timeline**

The proposed tentative timeline is attached and is subject to change based on the timeliness of completing each step in the process and its required Board action. Although specific dates may change, the timeline is offered to provide a rough approximation for the time necessary for each step and the proper sequence of events.

The process, timeline, and procedural recommendations presented in this report are based on the past experience gained in developing and conducting *RFP No. 0411* and other similar grant processes.

It is the intention of the Administration, with the Board's concurrence, to conduct the community and public comment process, release a draft solicitation to obtain industry feedback, and bring a final draft of the proposed request for proposals document to the Board, including contract requirements, scoring criteria, service priorities, and percentage allocations.

If you have any questions or concerns, please feel free to contact Deputy Mayor Edward Marquez at 305-375-1451.

**Attachment**

c: Robert A. Cuevas, Jr., County Attorney  
Office of the Mayor Senior Staff  
Jennifer Moon, Budget Director, Office of Management and Budget  
Charles Anderson, Commission Auditor  
mayor01915

**CBO Competitive Solicitation Process**  
**PROPOSED Timeline**

February/March 2015	Process and document development
March/April 2015	Meetings with local funders; community comment and public input (five Town Hall meetings and online comment portal)
May 2015	Analyze community feedback and finalize draft RFP document; release draft RFP for industry comment and obtain feedback
June 2015	Board approval of final RFP; RFP released
July 2015	Pre-proposal conferences (five held throughout the county)
September 2015	Proposal submission deadline
September/October 2015	Staff due diligence review
November 2015	Proposal Cure Period
December 2015	Evaluation/Selection Committee Trainings
January 2016	Evaluation/Selection Committee meetings
February 2016	Mayor issues funding recommendations
March 2016	Appeals process
March/April 2016	Board approval of award recommendations
May 2016	Anticipated contract start date